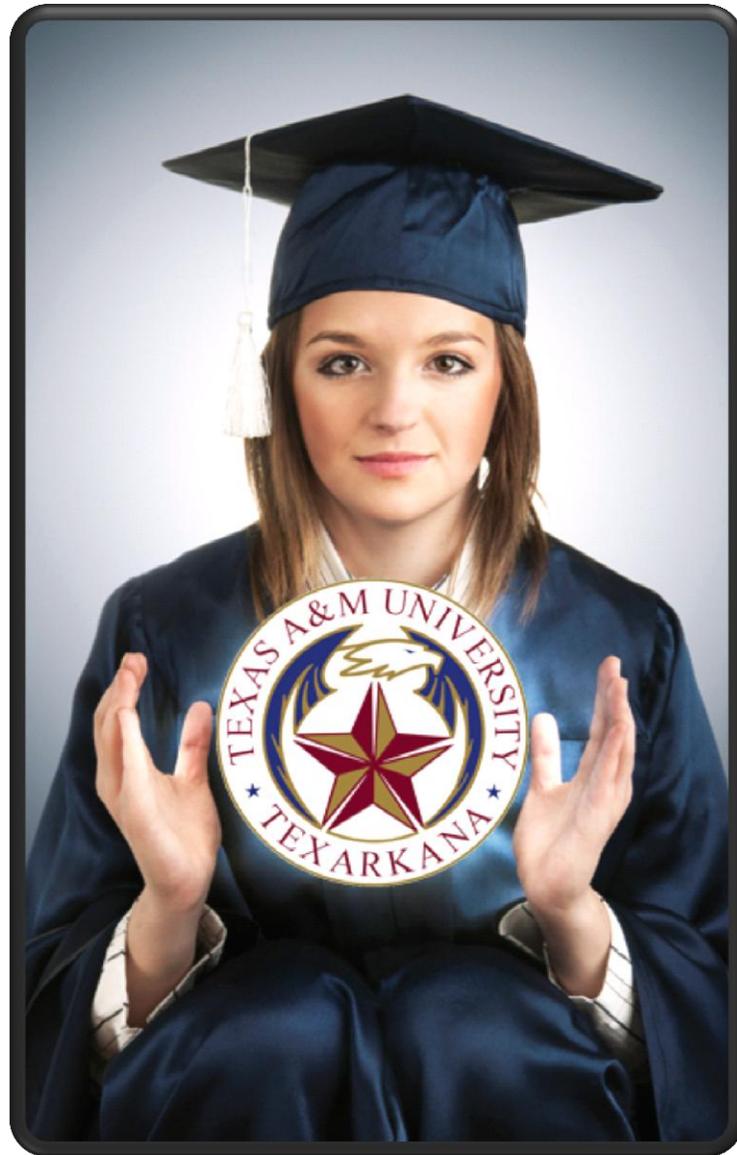


Texas A&M University-Texarkana Strategic Plan FY2011-FY2015

Revised December 2012



Mission Statement

As a member of The Texas A&M University System, Texas A&M University-Texarkana is a comprehensive regional University that provides students with academically challenging, engaging, and rewarding educational experiences through quality teaching, scholarship, student support services, co-curricular programming, research, and service. Through the personal attention of our faculty and staff, students are afforded the opportunity to acquire the knowledge, abilities, and skills to become leaders in their chosen profession and to prepare for the opportunities of serving in a global environment.

Vision

As a comprehensive University serving Texas and the four states region, the University will be recognized for:

- Attention to individual student success
- Excellent teaching and learning experiences
- Successful partnerships
- Commitment to regional economic, social and cultural development
- Expanding research agenda

Core Values and Guiding Principles

Academic Integrity is the foundation of Texas A&M University-Texarkana. To achieve this, the University expects the highest standards of personal honesty and ethical behavior from our students, faculty, staff, and partners.

Learning at A&M-Texarkana is a partnership between the students, the faculty, and the entire University community.

Diversity enhances the entire University experience and expands our appreciation of other races, cultures, and points of view. The University community benefits from a commitment to the inclusion of diverse and global perspectives in the curricula and student life programming.

Strong Academic Programs at the undergraduate level with a liberal arts core are a vital and necessary foundation to a quality and practical University education. Strong graduate programs are necessary to achieve the educational, research, and service components of the University mission.

The Educational Experience of the Individual Student is enhanced by advising, mentoring, personal interaction, and active engagement between faculty, staff, students, and partners.

Research, scholarship, and creative activity are vital to the intellectual life of the University through integration into both graduate and undergraduate curricula which promotes student success.

The Comprehensive University Experience, combining classroom and student life programming, works in synergy to enhance student satisfaction, engagement, retention and success.

Shared Governance, through the inclusion of input from all constituent groups within the University, is the foundation of effective planning and continuous quality improvement.

Stewardship through sound, mission-driven resource allocation and targeted investment promotes continued growth and advancement of the University's mission.

Accountability and Transparency are essential to effective leadership and management of the University.

Imperative I—Academic Excellence

Goal 1.1 A&M-Texarkana will provide rigorous academic curricula in undergraduate and graduate degree programs that are aligned to professional and career standards.

Strategies

- 1.1.1 Develop or revise existing degree program goals to align with current professional and career standards and applicable Texas A&M University System (TAMUS) Common Student Learner Outcomes (SLOs).*
- 1.1.2 Develop or revise existing course-level SLOs to reflect higher order thinking skills acquisition (i.e., application, analysis, evaluation, and synthesis).*
- 1.1.3 Develop and secure approval for a new Core Curriculum for fall 2014 implementation that defines a unique focus for the University and satisfies revised Texas Higher Education Coordinating Board (THECB) rules.*
- 1.1.4 Develop one or more matrix(ces) for each degree that aligns program goals, required courses and SLOs, and Common TAMUS SLOs.*

Performance Measures

- All degree program goals are aligned to the seven TAMUS Common SLOs.*
- All degree program goals are aligned to professional and industry job expectations.*
- A matrix of aligned program goals, required courses and SLOs, and TAMUS Common SLOs is developed and implemented for all degrees.*
- 75% of the SLOs in all upper division and graduate course syllabi reflect the expectation of student learning at advanced levels of thinking.*
- 70% of students enrolled in A&M-Texarkana Core Curriculum courses demonstrate 80% mastery of the respective Exemplary Educational Objectives (EEOs) or Core Objectives (effective fall 2014).*
- A minimum of two assessment measures (one direct and one indirect) will be established to assess all degree program outcomes.*
- 70% of A&M-Texarkana students who complete a degree demonstrate acquisition of the seven TAMUS Common SLOs.*
- First-Time in College (FTIC) fall persistence rate will be $\geq 60\%$.*

Goal 1.2 A&M-Texarkana will retain or achieve regional institutional and targeted program accreditations that represent and communicate rigorous curriculum and professional standards.

Strategies

- 1.2.1 Conduct an internal audit in preparation for the 2016 10-year accreditation reaffirmation by the Southern Association of Colleges and Schools—Commission on Colleges (SACSCOC).*

- 1.2.2** *Establish one or more SACSCOC reaffirmation task forces to identify a Quality Enhancement Plan (QEP) and write the Compliance Certification Report for the 2016 accreditation reaffirmation.*
- 1.2.3** *Align respective program curricula, assessment, and related elements with program accreditation standards for:*
- *Association to Advance Collegiate Schools of Business (AACSB)*
 - *Accreditation Board for Engineering and Technology (ABET)*
 - *Council for Accreditation of Counseling and Related Educational Programs (CACREP)*
- 1.2.4** *Submit self-study reports and host onsite visits by external evaluation teams*
- 1.2.5** *Maintain curricular and related standards for continued accreditation by the Commission on Collegiate Nursing Education (CCNE) for the Bachelor of Science in Nursing (BSN) and Master of Science in Nursing (MSN) degree programs.*

Performance Measures

- *AACSB accreditation will be achieved for the Bachelor of Business Administration (BBA) and the Master of Business Administration (MBA) degrees.*
- *ABET accreditation will be achieved for the Bachelor of Science (BS) in Electrical Engineering and Computer Science degrees.*
- *CACREP accreditation will be achieved for the Master of Science (MS) degree in Counseling with a Clinical Mental Health Counseling concentration.*
- *CCNE accreditation will be continued for the Bachelor of Science in Nursing (BSN) and Master of Science in Nursing (MSN) degree programs.*
- *The 2016 accreditation Compliance Certification report is accepted by SACSCOC with no recommendations.*

Goal 1.3 **A&M-Texarkana will provide faculty with professional development opportunities to enhance teaching and promote excellence in the discipline.**

Strategies

- 1.3.1** *Develop and implement a comprehensive professional development plan for faculty that includes high impact teaching strategies.*
- 1.3.2** *Develop and implement a program of merit awards designed to recognize faculty and staff for excellence in achieving stated University goals including enhanced customer service, research productivity, enhanced utilization of technology, enhanced retention and student engagement, enhanced partnerships and enhanced outreach and service.*
- 1.3.3** *Provide opportunities for faculty conversation regarding the definition, examples, and the value of various kinds of scholarship.*
- 1.3.4** *Provide faculty professional development in external fund acquisition (i.e., writing competitive grants).*
- 1.3.5** *Develop and implement an incentive program that recognizes and rewards practical research conducted by faculty.*

Performance Measures

- *75% of participating faculty will agree or strongly agree that the professional development program provided them with tools for teaching improvement.*
- *75% of participating faculty will respond that they used the strategies/skills learned via professional development opportunities in the classroom.*
- *A National Survey of Student Engagement (NSSE) composite score for “enriching educational experience” exceeding 40 for responding seniors as compared to 34.8 in 2009.*
- *75% of all tenure-track faculty produce a minimum of two scholarship activities every rolling five years.*
- *Annual external funding for research and/or program development equals or exceeds \$500,000.*

Goal 1.4 A&M-Texarkana will strengthen academic assessment and program review to facilitate improvement across all programs.

Strategies

- 1.4.1** *Provide professional development for academic assessment and program review.*
- 1.4.2** *Conduct an external review of all programs on a published five-year schedule.*

Performance Measure

- *A representative sample of performance reports will score satisfactory or above on a standardized university rubric.*

Imperative II—Enrollment Growth and Diversity

Goal 2.1 A&M-Texarkana will transform from an upper level and graduate level university to a comprehensive residential, regional university serving 2,800 students from freshman to doctoral.

Strategies

- 2.1.1** *Develop, implement, review, and update annually a comprehensive strategic enrollment management plan with specific goals, strategies, and resource allocations at the functional unit and program level.*
- 2.1.2** *Develop and establish a cooperative doctoral program with A&M-Commerce.*
- 2.1.3** *Expand scholarship resources.*
- 2.1.4** *Expand distance education and web based course offerings.*

Performance Measures

- *Enroll a total of 2,800 students from freshman to doctoral, an increase of 75 percent from fall 2009.*

- *Enroll a minimum of ten students in the first doctoral class and 15 students in each subsequent biannual cohort.*
- *Enroll a minimum of 250 new lower division students per academic year.*
- *Expand scholarship and financial aid resources to \$3M, a 50 percent increase from FY2009.*
- *Generate 20,000 Semester Credit Hours from web and web-enhanced courses, a 50 percent increase from FY2009.*

Goal 2.2 A&M-Texarkana will increase the diversity of the student population in nationality and ethnicity.

Strategies

- 2.2.1 Expand international student recruitment.*
- 2.2.2 Expand scholarship and recruitment focused at increasing racial, ethnic, and national diversity.*

Performance Measures

- *Enroll a minimum of 100 undergraduate and graduate international students, an increase of 900 percent from FY2009.*
- *Enroll a minimum of 700 African American undergraduate and graduate students, compared to 267 African American students in 2009, an increase of 162 percent.*
- *Enroll a minimum of 200 Hispanic undergraduate and graduate students, compared to 98 Hispanic students in 2009, an increase of 104 percent.*

Imperative III—Enhancing Partnerships

Goal 3.1 A&M-Texarkana will expand partnerships with stakeholders such as business, education, government, military, and non-profits to extend the University’s mission, encourage innovation, and expand educational and economic opportunity in East Texas.

Strategies

- 3.1.1 Expand the number of student internships.*
- 3.1.2 P-16 partnerships will include programs such as environmental science, performing arts, criminal justice, mass communication, teacher education, and electrical engineering technology.*
- 3.1.3 Establish an integrated regional P-16 STEM educational program with the regional school districts.*
- 3.1.4 Expand joint instructional and student development programming with regional universities and community colleges.*
- 3.1.5 Expand outreach and recruitment efforts with area universities and community colleges.*

Performance Measures

- *50% of seniors responding to the NSSE will report that they have completed a “Practicum, internship, field experience, co-op experience, or clinical assignment” as compared to 40% in FY2010.*
- *90% of seniors responding to the NSSE will report that their “experience at this institution contributed to (their) knowledge, skills, and personal development in acquiring job or work-related skills” as compared to 79% in 2009.*
- *Execute four new agreements (e.g., interlocal, MOU, interagency) establishing partnerships with stakeholders within the service area.*

Imperative IV—Creating Residence Life

Goal 4.1 A&M-Texarkana will continue the transformation into a residential University.

Strategies

- 4.1.1 Complete construction of Phase One of Bringle Lake Village.*
- 4.1.2 Develop and implement a plan to integrate residence life into the broader university community.*
- 4.1.3 Develop and implement small live and learn communities.*

Performance Measures

- *Reach 75% occupancy of Phase One of Bringle Lake Village.*
- *Achieve a 90% level of resident satisfaction regarding on-campus living as measured by the Bringle Lake Village Survey to be conducted each fall and spring semester.*
- *35% of seniors responding to the NSSE will report that they have “participated in a learning community or some other formal program where groups of students take two or more classes together” as compared to 28% in 2009.*

Imperative V—Enriching the First Year Academic Experience

Goal 5.1 A&M-Texarkana will continue the transition to a comprehensive University by adding the first-year student to the new campus.

Strategies

- 5.1.1 Develop, establish, and staff a University College focused on the success of the traditional student.*
- 5.1.2 Establish a first-year experience program.*
- 5.1.3 Establish an integrated leadership and service-learning program.*
- 5.1.4 Develop a comprehensive new student orientation program.*
- 5.1.5 Implement developmental and academic support study opportunities.*
- 5.1.6 Expand opportunities for international study.*

Performance Measures

- *90 percent of students participating in the leadership and service-learning presentation will score above satisfactory on a rubric identifying depth of understanding of the curriculum.*
- *90 percent of students responding to the Graduating Student Survey will agree that the student leadership program enhanced their college experience.*
- *75% of seniors responding to the NSSE will report that they “participated in a community-based project (e.g. service learning) as part of a regular course” as compared to 53% in FY2010.*
- *Achieve a 90% level of student satisfaction regarding the new student orientation program as measured by the orientation survey.*
- *10% of seniors responding to the NSSE will report that they studied abroad as compared to 6% for FY2010.*

Imperative VI—Enhancing Student Engagement

Goal 6.1 A&M-Texarkana will provide a comprehensive program of student life to engage, enrich, and enhance each student’s education experience.

Strategies:

- 6.1.1 Establish an office of student life.*
- 6.1.2 Develop and implement a comprehensive student life plan designed to integrate academic and co-curricular efforts.*
- 6.1.3 Develop intramural and club sports programs.*
- 6.1.4 Develop an intercollegiate athletic plan.*

Performance Measures

- *Achieve a 90% average level of satisfaction with student life among those who participated in student life events.*
- *Two Greek organizations will be established on the A&M-Texarkana campus.*
- *50% of seniors responding to the NSSE will report that they participated “in co-curricular activities (organizations, campus publications, student government, fraternity or sorority, intercollegiate or intramural sports, etc.” as compared to 32% for FY2010.*

Imperative VII—Enhancing the Utilization of Information Technology

Goal 7.1 A&M-Texarkana will design, implement, and maintain a quality technological infrastructure based on the evolving educational needs of the learning community.

Strategies

- 7.1.1 Create a master technology plan which supports the mission of the university and outlines the specific implications pertaining to the advancement of information technology.*

- 7.1.2** *Integrate and deploy a virtual computing environment.*
- 7.1.3** *Expand the use of multimedia in the university classroom experience.*
- 7.1.4** *Provide wireless coverage to facilitate greater connectivity options throughout the instructional areas of the university buildings.*
- 7.1.5** *Install multimedia projection/video systems in classrooms at the Main Campus.*
- 7.1.6** *Expand information security and data protection practices through the combined deployment of technology-based deterrents and targeted end-user training.*
- 7.1.7** *Complete the migration of Learning Management System to the latest version of Blackboard Learn.*
- 7.1.8** *Complete the University-wide installation of the Cisco Unified Communication Manager IP Telephony product across the university.*
- 7.1.9** *Create an IT Advisory Council consisting of faculty and staff members who meet quarterly to provide feedback and direction regarding the technological needs of the university community.*
- 7.1.10** *Complete the installation of Cisco Unified Computing System Datacenter platform and move production servers to the virtual environment.*

Performance Measures

- *90 percent of faculty responding to the Information Technology Survey will report using multimedia in the classroom.*
- *90 percent of faculty responding to the Information Technology Survey who utilized the LMS System and participated in training will report that training assisted their teaching experience.*
- *90 percent of constituents responding to the Information Technology Survey will report that technology services provided by A&M-Texarkana met or exceeded their needs.*

Imperative VIII—Customer Service

Goal 8.1 **A&M-Texarkana will provide a high level of customer service utilizing customer feedback to guide planning and improve existing services.**

Strategies

- 8.1.1** *Provide A&M-Texarkana employees with information on best practices.*
- 8.1.2** *Explore best practices concerning process flow within departments and the University.*
- 8.1.3** *Provide training on best practices at the individual, departmental, or University level.*

Performance Measures

- *90 percent of respondents will report a level of “satisfied” or “very satisfied” on questions regarding customer service on the Graduating Student Survey and the current student survey.*

This strategic plan was approved by the Texas A&M University-Texarkana Administrative Council and the Chancellor of The Texas A&M University System.